

Department Business Plan and Outlook

Miami-Dade Housing Agency

**FY 2004-05
&
FY 2005-06**

December 2005

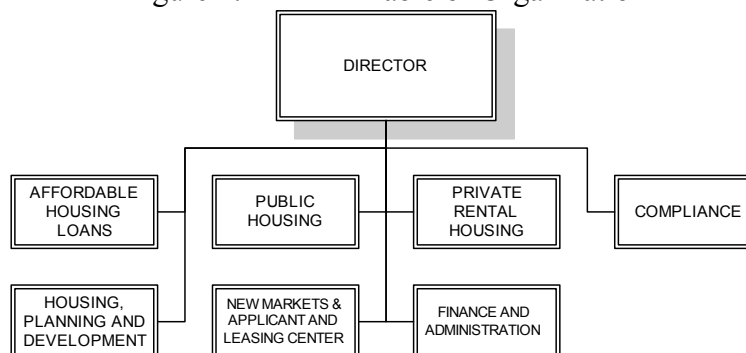
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Executive Summary

The Miami-Dade Housing Agency (MDHA) provides federal-subsidies for 10,933 units of public and other assisted housing, which it manages and maintains, and for 18,470 vouchers and other subsidies for private housing for low and moderate income residents of the county; it provides limited supportive services and programs to improve the quality of life and general environment of public housing residents; and coordinates most of the County's affordable housing programs, including the in-fill housing initiative.

Figure 1: MDHA Table of Organization



Key Objectives and Milestones

- Achieve a 92 percent occupancy rate in public housing this year
- Maintain a lease-up rate of 97 to 100% in the Section 8 rental voucher program this year
- Achieve standard or higher performance scores for the PHAS and SEMAP assessment systems every year
- Enable 300 low to moderate income families buy their first homes this year

Significant Factors Affecting Performance

- Maintaining fiscal health
- Managing effectively the requirements under the Adker Consent Decree while reducing public housing vacancies
- Implementing new mortgage services software to improve services provided in the Agency's loan programs
- Upgrading existing public housing software to improve productivity, management oversight and customer satisfaction
- Improving the technical efficiency of the Section 8 process with a focus on customer satisfaction.
- Expanding new market's efforts to include projects that make more effective use of MDHA and county resources and that generate income for MDHA
- Maintaining and adequate inventory of land availability for in-fill
- Ensuring participation of qualified private developers, CDC's, and lenders to enhance home sales and financing of in-fill properties
- Removing remaining barriers of infill housing development

Department Director

Introduction

Department Purpose

Manage, maintain and improve 10,933 units of County-owned, federally subsidized and mixed use housing; facilitate provision of supportive services and programs to improve the quality of life and general environment of public housing residents; coordinate contracting for over 18,470 units of privately-owned low and moderate income housing, ensuring safe, decent housing; provide mortgages to low to moderate income working families for homeownership; develop in-infill properties for low to moderate income families homeownership opportunities..

Mission

Since MDHA is funded primarily with federal dollars from the United States Department of Housing and Urban Development (HUD), it is required to be aligned with HUD's goals and objectives as well as the County's. Therefore, HUD's mission and goal statements are included in this business plan. Since MDHA is monitored for performance on an annual basis by HUD through its two major performance assessment systems--the Public Housing Assessment System (PHAS) and the Section 8 Management Assessment Program (SEMAP)—MDHA is driven by system requirements as they relate directly to federal funding allocations as well as federal satisfaction with the management of MDHA's resources. (See appendix 1 for a summary of PHAS and SEMAP indicators.) The County's strategic plan goals and objectives are incorporated into the broader HUD goals. This plan integrates both sets of goals, objectives and performance measures in one seamless document.

HUD's Mission Statement

To promote adequate and affordable housing, economic development and a suitable living environment free from discrimination

HUD's Goals

- HUD1: Increase the availability of decent, safe and affordable housing
- HUD2: Improve the quality of assisted housing
- HUD3: Improve community quality of life and economic vitality
- HUD4: Provide an improved living environment
- HUD5: Promote self-sufficiency and asset development of assisted households
- HUD6: Ensure equal opportunity and affirmatively further fair housing

Miami-Dade Housing Agency Mission

MDHA's mission statement is:.

We, the employees of Miami-Dade Housing Agency, through our collective efforts to positively enhance and better serve this community with integrity, care, high ethical standards and competence, are committed to provide to low- and moderate-income residents of Miami-Dade County:

- Quality, affordable housing opportunities
- Neighborhood revitalization and stabilization activities
- Economic independence opportunities
- Partnerships with private and public entities to optimize resources through innovative programs
- Efficient and effective management of resources generated

Department Description

MDHA is the ninth largest public housing agency in the nation, offering a variety of comprehensive and unique housing services, including:

- Management of 10,933 units of public and other housing
- Administration of Section 8 subsidized payments to private landlords for over 18,400 clients
- Oversight of the nation's first public housing assisted living facility (ALF)--the 100-bed Helen Sawyer ALF
- Administration of the Documentary Surtax Program and State Housing Initiative Program (SHIP)
- Contractor for the Office of Community and Economic Development Home Investment Partnership Program (HOME)
- Manager of the in-fill housing initiative for the county
- Developer of the Scott-Carver neighborhood and a second ALF for low to moderate income eligible clients.

Since the merger of "Little HUD" and the Special Housing departments in 1996, MDHA manages a majority of the county's assisted housing programs, leading to improved coordination among them and to a reversal in general fund support for housing. Prior to the merger the general fund provided up to \$6 million a year for public housing. Over the last eight years, MDHA's direct support to the general fund has grown to almost \$3 million a year; when combined with the reduction of general fund support, these payments have provided a net benefit to the general fund of over \$60 million since the merger.

Major Housing Programs

Public Housing

Public housing is direct property management of about 9,500 housing units, including maintenance, rent collections, minor capital improvements, tenant council management and other tasks. Housing management is divided into three regions, Region 1--north, Region 2--central and Region 3--south. There are 30 separate housing sites with 135 individual developments. In addition, MDHA has mixed-use housing sites managed by private companies, totaling 566 units; rents in these are market-rate but accommodate low-income families. During this fiscal year, the number of ALF units under management will double from 100 to 200.

Private Rental Housing (Section 8)

The Section 8 program is an umbrella housing subsidy program providing rental assistance to eligible families and elderly residents, allowing them to rent units in the private rental market. There are a number of different programs within Section 8. The various programs provide rent subsidies so that both the landlord and the eligible families benefit, with the landlord receiving a steady monthly income and families able to rent dwellings where the housing cost would otherwise be prohibitive. Typically, tenants pay up to 30 percent of their income for rent and MDHA through the federal government subsidizes the difference in housing assistance payments (HAP) to the landlord. In addition, annual enforcement of housing quality standards (HQS) ensures that housing remains decent, safe and sanitary. A relatively new program in this division is the Section 8 Homeownership program, which allows for the use of the Housing Choice Voucher subsidy to be applied towards mortgage payments instead of rental payments, thereby enabling participants to purchase a home for close to their monthly rental payment. In 2004, 19 families purchased homes with Section 8 vouchers.

New Markets and Applicant and Leasing Center

New Markets focuses on infill and other affordable housing and mixed-use developments. The Infill Housing Initiative is an innovative housing effort to revitalize neighborhoods by expanding homeownership opportunities in urban areas and to generate a growing property tax base. The main focus of the program is recycling abandoned lots and turning community eyesores into healthy neighborhoods.

The Applicant and Leasing Center (ALC) is the clearinghouse for all programs administrated by the agency for which a waiting list is maintained. The ALC monitors and administers the waiting lists, as well as performs initial client certification for public housing, Section 8 Housing Choice Vouchers and rehabilitation loans through the Surtax program. These processes, except the Surtax loans, must comply with the Adker Consent Decree.

Housing, Planning and Development

This division manages the Capital Fund Program (CFP) to maintain and improve the physical condition of public housing. Funds are provided annually by HUD, depending on the federal budget. The planning and development staff work with architectural and engineering consultants and contractors for the design and construction of most of capital projects. For example, the Scott-Carver HOPE VI project will create a mixed-income neighborhood, reducing the concentration of poverty by lowering density by 56 percent and increasing homeownership opportunities for current and former residents, and the Ward Towers ALF HOPE VI project will consist of 100 efficiency units in a five-story building.

Affordable Housing (Surtax)

Several kinds of loan are available through this program.

Construction Loans for Housing Development. These loans, averaging 3 percent, are available to community development corporations (CDC) and private developers for rental and homeownership developments. MDHA's Development and Loan Administration works with a consortium of banks, corporate equity investors and others to provide low-cost financing for projects that would otherwise be difficult to finance using standard market rates.

Homeownership Second Mortgages. This program provides second mortgages to qualified first time homebuyers. Working with a consortium of banks and others, qualified residents can receive up to \$30,000 (subject to change depending on market conditions) for a second mortgage at low interest rates. Sometimes payments are deferred, allowing the new homeowner the chance to build equity at an affordable mortgage payment. The balance of the loan becomes due and payable at the time the property is rented, sold or transferred. The mortgage ceiling may have to be raised to account for rapidly increasing housing prices in the county.

Single Family Rehabilitation Loan Program. This loan provides forgivable loans for owner-occupied home repair in order to maintain the county's existing housing stock. The program is open to homeowners of owner-occupied property in need of rehabilitation with qualifying household incomes. Forgivable loans are provided for eligible homeowners who do not have the financial resources available to repair their property and are not able to borrow the funds from conventional sources, such as banks or mortgage companies. Loan repayment is not required as long as the borrower owns and lives in the property being repaired. The balance of the loan becomes due and payable at the time the

property is rented, sold or transferred. There are also special initiatives that benefit the elderly and the physically disabled. Maximum amount for regular loans is \$30,000.

Homebuyer Counseling. Provides financial management, credit counseling and other related technical services to participating families for financing single-family homes.

Compliance

This office provides agency-wide compliance functions, including program audits and management reviews, investigations of fraud and complaints, development of and revision to policies and procedures, review and interpretation of HUD regulations and notices, development of federally-required agency management plan, oversight of Section 3, Fair Housing and Equal Opportunity and Adker Consent Decree, program compliance of the Capital Fund Program, conducting hearings, grievances and appeals, and quality assurance monitoring of HUD SEMAP and PHAS requirements.

Administration and Support

Office of the Director. This function, including the deputy director, communications and ADA coordination, provides direction and management supervision to all divisions and offices in the agency. The director works closely with HUD on program management and compliance.

Finance and Administration. This division provides financial and administrative support to the agency. The functions under this division are: budgeting, accounting, procurement, personnel, training, management information systems, contracts, fleet and emergency management. Finance staff process accounts payable, maintain vendor files, and issue over 8,000 checks per month to vendors and landlords. Landlord payments total about \$100 million annually. In addition, this program manages the agency's MIS operations, including the proprietary housing management and federal reporting software.

Organization and Staffing Levels

The following provides an overview of the Housing Agency staffing and expenditures. Table 1 summarizes budgeted full-time positions by division for last fiscal year and the current year.

Staffing Levels

Staffing levels increased from FY 03-04 to 04-05 because of the conversion of filled part-time to full-time positions. The part-time positions were then eliminated from the budget. Depending on federal budget decisions, staffing levels will likely decrease in the future. MDHA also employs a number of part-time positions, especially in low skill, high turnover areas, and it employs temporary agency employees for special occasions where the work load increases dramatically, for special projects and to cover long-term absences of employees who might be on family leave or dealing with a personal illness.

Fiscal Environment

The fiscal picture of agency is shown in tables 2 and 3 and in Chart 1. These data support the statements that fiscal health is a major concern of the agency now and in the foreseeable future. It is clear that operating revenue (excluding HAP and Surtax loan revenue) has been relatively flat, or as anticipated based on recent Congressional action, declining. Chart 1 reflects the budgeted revenue figures and a revised 2005 estimate based on the budget approved by Congress in December 2004. HUD is still computing allocations for calendar year 2005. It has consolidated all 3,000 housing agencies to a calendar based fiscal year. Preliminary figures indicate a cut of about 10 percent in the

Section 8 program and 5 percent in the public housing program to be effective immediately. Official notification is expected in January 2005. With individual personnel expenses rising and revenue either staying flat or decreasing, MDHA will be hard pressed to maintain service at their current levels.

Table 1: Budgeted Full-time Staffing Levels

Functions	FY 03-04	FY 04-05
Administration & Support	93	90
Affordable Housing	57	64
Compliance	21	18
Development	33	36
New Markets / ALC	44	56
Private Rental	134	129
Public Housing	373	383
Total	755	776

Unlike other proprietary agencies in the county, MDHA does not generate fees from rates or other charges. It is largely dependent on federal grants in the form of per unit subsidies or administrative fees from the federal government. Yet, it is charged for services as if it were a proprietary department; these rising costs are shown in Chart 2.

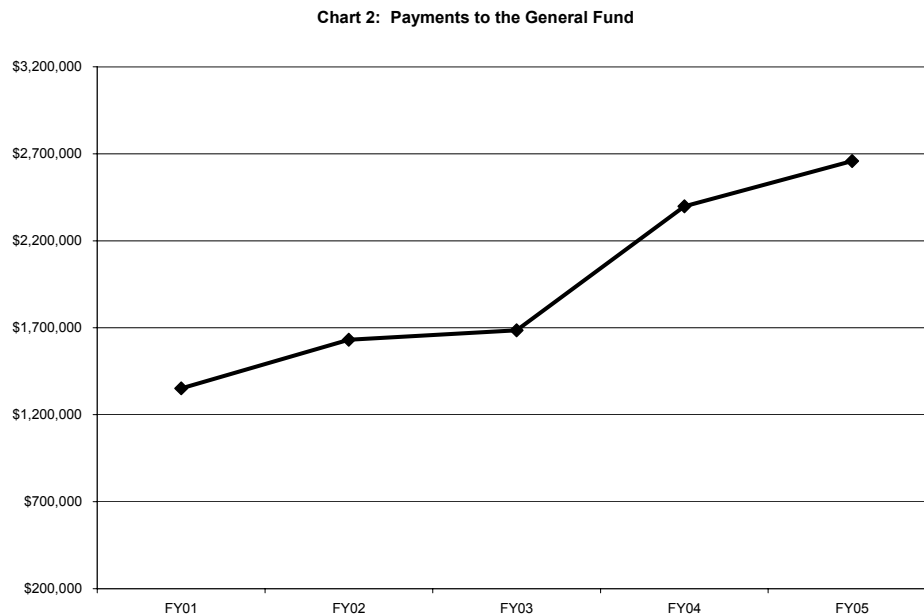
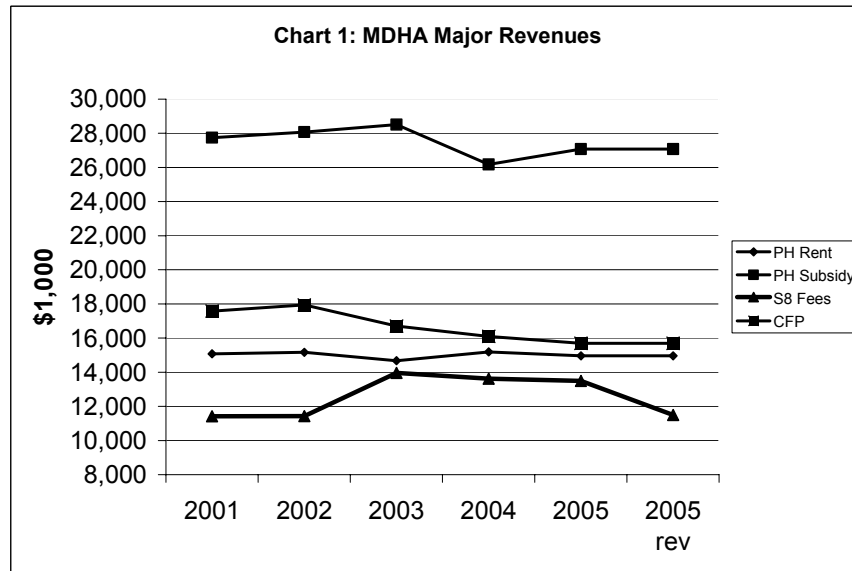
Revenues and Expenditures by Source

Table 2: Revenue and Expenditures
(Dollars in Thousands)

	FY 03-04 Actual	FY 04-05 Budget	Year-End Projection
Revenues			
Surtax	\$50,873	\$51,300	\$51,300
SHIP*	29,618	12,320	12,320
Section 8	147,891	126,104	124,000
Housing	61,215	61,000	60,000
Other	4,575	2,915	2,915
Total	\$294,172	\$254,790	\$250,535
Expense			
Personnel	\$43,710	\$51,398	\$49,000
Operating	182,830	202,139	190,000
Capital	1,046	1,283	1,300
Total	\$227,586	\$254,790	\$240,300

Table 3: Equity in pooled cash
(Dollars in Thousands)

Fund	FY 03-04 Beginning Balance	FY 03-04 Year End Actual	FY 04-05 Year-end Budget
Surtax	\$2,233	\$7,885	\$5,000
SHIP	20,603	20,320	12,000
Total	\$22,936	\$28,175	\$17,000



Business Environment

Fiscal year 2004-2005 continues to pose challenges to the Agency. On the fiscal side, the federal government has proposed cuts in Section 8 and public housing subsidies, but final figures are not expected before the end of January 2005. Over the past two years, MDHA has seen funding for several key programs eliminated at the federal level, including funds for dedicated police and major social service programs. These will not be resurrected for the foreseeable future.

A second area of concern is increasing expenditures related to wages and benefits. Health insurance charges per employee for this fiscal year increased by \$1.3 million. Cost of living increases; other wage increases and increased retirement costs have added another \$1 million in new spending. Costs associated with the accelerated vacancy reduction and lease up programs added close to \$3 million in new costs since implementation in June 2002. These costs are the result in the challenges facing MDHA in complying with the Adker Consent Decree. It is estimated that over the course of the ten-year term of the Decree, the total dollar impact of this Decree will approach \$24 million. County IT support costs increased by \$600,000 and a new charge of \$300,000 to support non-departmental capital administrative staff has been added to the departments administrative reimbursement costs after the budget had been completed.

Coupled with flat or declining revenue from HUD, these costs outside the control of MDHA management may have an impact on the ability of the agency to provide the same level of services as in the past.

On the positive side, MDHA's efforts, both financial and management, have led to a reduction in the number of public housing vacancies from a high of 1,500 three years ago to under 800 in December 2004. Never-the-less, MDHA still has to balance the requirements of a federal court order (Adker Consent Decree) with its mission to provide quality housing to low-income families. Currently, the requirements of the consent decree make it extremely challenging and costly to fill vacancies in public housing. This decree will end in 2009.

Also, the lease-up rate in the Section 8 program remains near the 100 percent level. The new in-fill housing program has enabled over 600 low to moderate income families to become homeowners while creating a higher quality of life in inner city neighborhoods since its inception in 1998. The Surtax program provided 306 single-family mortgages to low to moderate-income families as well in FY 2004. The Ward Towers assisted living facility (ALF) is ready to open and the national model ALF at Helen Sawyer continues to provide a variety of services to frail elderly. Demolition work at the Scott Carver redevelopment project is almost complete and construction of new homes should begin in 2005. Finally, after years of effort, new mortgage services software will be installed for managing the Surtax loan program.

Customer Feedback

MDHA is unlike most county departments when it comes to customers. We know who they are, where they live and/or their places of business. As property managers/landlords, we have over 10,000 leases affecting perhaps as many as 40,000 people—those housed in our units. As the liaison between private landlords and tenants, we have over 18,400 vouchers perhaps affecting some 60,000 family members. In public housing we fund the Overall Tenants' Advisory Council (OTAC), an independent 501c3 organization that represents public housing tenants with MDHA. We also have a Section 8 Resident Advisory Board, which serves as a liaison between voucher holders and MDHA. Moreover, USHUD

conducts a random sample satisfaction survey of public housing residents each year as part of MDHA's performance evaluation under PHAS.

As a mortgage banker, we have contractual relationships with thousands of individuals. We have about a half dozen bank partners who assist us in our loan programs. In general, we receive customer feedback every day from many of our clients. In addition, we have more formal methods for learning about our customer concerns. In our loan programs, we provide counseling to many prospective clients and specifically to all clients who are moving through the contracting process. We meet periodically with our bank partners to review our joint efforts and to identify ways to improve our internal business processes.

In our voucher program, we have conducted a survey of landlords (last year) and plan to conduct one such random sample, mail survey each year in the future. We conduct exit interviews of customers leaving the Section 8 building. We also plan to create a landlord advisory council to provide regular feedback to MDHA.

In general, however, since we are in regular contact with most of our customers, our feedback is constant, swift and targeted. We use this feedback to help guide us in program evaluation, business process improvement and restructuring service delivery.

Critical Success Factors

Key items for successful achievement of Agency goals and objectives are summarized next.

- Maintaining fiscal health—HUD returns funding to levels sufficient for managing public housing and voucher programs and the county limits its overhead charges and other costs not under MDHA's control, or the county reduces its reimbursement costs to the general fund
- Managing effectively the requirements under the Adker Consent Decree and reduce public housing vacancies
- Implementing new mortgage services software to improve services provided in the Agency's loan programs
- Upgrading existing public housing software to improve productivity, management oversight and customer satisfaction
- Improving the technical efficiency of the Section 8 process: implementing the Section 8 productivity plan is a crucial element in improving the internal productivity and quality of work processes and products for this program. This will lead to higher SEMAP scores, and importantly, to more satisfied landlords and tenants. It is essential to continue the progress made by working closely with staff from FIU.
- Expanding new market's efforts to include projects that make more effective use of MDHA and county resources and that generate income for MDHA
- Land availability for in-fill
- Participation of qualified private developers, CDC's, and lenders to enhance home sales and financing of in-fill properties
- Removing remaining barriers of infill housing development

Future Outlook

The key concern facing the agency is fiscal health. HUD has under-funded public housing and Section 8 programs in recent years and made it more difficult to earn and keep administrative fee revenue. Uncontrollable personnel and other costs imposed on the agency by the county squeeze the agency on the expense side. The trend for declining revenues and increasing costs appears to be continuing and may accelerate. It likely will become more challenging for the management of this agency and its line employees to maintain levels of service and productivity achieved in recent years and address remaining performance issues.

It appears that these fiscal conditions may mean fewer families will be receiving benefits, landlord rent will be reduced or tenants will have to pay more than 30 percent of their income to stay in the program or a combination of these options. From an administrative perspective, the future of private rental housing performance rests with improving productivity both through revamping work processes and improving software support. Both of these improvement efforts are or will be underway in early 2005.

A key project in the Agency's drive for efficiency is the future consolidation of all support and some direct services in one location. Currently, the functions proposed for consolidation are located in 16 different buildings at six different geographic locations. This consolidation is expected to take begin in mid-2006 and should help improve the fiscal health and performance of the Agency.

The Plan

Overview

Our FY 2004–05 business plan draws on previously adopted work including the Miami-Dade County Strategic Plan, HUD's strategic plan and previous MDHA business plans, which provide more detailed objectives related to the major functions of the department. Each year, MDHA is required to update and submit to HUD a five-year plan, detailing resource and program commitments related to HUD's goals.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. MDHA is primarily supportive of the following strategic themes:

- Improve quality of life, especially for families, youth and the elderly
- Ensure the county operates in a fiscally responsible and stable manner
- Improve customer service

Of course, MDHA's role in supporting these themes is limited to our areas of control, specifically public housing and development sites under public housing Surtax, and Section 8 programs as well as the new markets efforts related to in-fill housing and other development. Supporting these themes are goals and priority outcomes critical to achieving the objectives directly related to MDHA. These are provided along with the Agency's tasks, activities and performance measures for fiscal year 2004-05.

Department-related Strategic Plan Goals

HUD1: Increase the availability of decent, safe and affordable housing

HUD2: Improve the quality of assisted housing

HUD3: Improve community quality of life and economic vitality

HUD4: Provide an improved living environment

HUD5: Promote self-sufficiency and asset development of assisted households

HUD6: Ensure equal opportunity and affirmatively further fair housing

County Goal HH5: Provide adequate, quality and affordable housing equitably throughout Miami-Dade County

County Goal HH7: Ensure high quality of care and customer service countywide

County Goal ED1: Allocate County government resources in support of activities that increase and diversity jobs and incomes while eliminating socio-economic barriers

Department-related Strategic Plan Priority Outcomes

HH5-1: Increased availability of affordable and special needs housing (Key outcome indicator = number of new housing units developed annually)

HH5-2: Greater portion of elderly residents able to stay in their homes and maintenance of existing housing units in Miami-Dade County (key outcome indicator = number of rehabilitation loans provided annually)

HH7-1: Improved customer service and care in health and human services (key outcome indicator = scores on customer surveys)

ED1-3: Increased number of low to moderate income homeowners (key outcome indicator = number of new loans issued annually)

GOAL: HH5: PROVIDE ADEQUATE, QUALITY AND AFFORDABLE HOUSING EQUITABLY THROUGHOUT THE COUNTY; HUD 1-6					
OUTCOME(S):	KEY PERFORMANCE INDICATORS				OWNERSHIP
	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
Achieve an occupancy rate of 93% by the end of FY 2005.	<ul style="list-style-type: none">Occupancy Rate	90.5%	92%	94%	Director of Public Housing and Director of the Applicant and Leasing Center
Programs/Initiatives and Associated Highlights:	DEPARTMENTAL PERFORMANCE INDICATORS				
	Number of points for <ul style="list-style-type: none">Physical condition (30)Financial condition (30)Management operations (30)Resident Service and Satisfaction (10)	pending			Director of Public Housing and Director of Finance and Administration
	<ul style="list-style-type: none">Total points		85	85	
RELATED STRATEGIES:					
Continue the accelerated vacancy prep work, as long as funding is available.					
Continue working with DHS staff in helping eligible customers to move into public housing units expeditiously.					

GOAL: HH5: PROVIDE ADEQUATE, QUALITY AND AFFORDABLE HOUSING EQUITABLY THROUGHOUT THE COUNTY; HUD 1-5					
OUTCOME(S): Continue to increase the availability and quality of affordable housing to include housing for those with disabilities	KEY PERFORMANCE INDICATORS				OWNERSHIP
	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
	Percent completion of Ward Towers ALF	99%	100%	0%	Director, Housing, Planning and Development and development staff
	Complete demolition of Scott Carver public housing	97%	100%	0%	
Complete construction of 39 projects (3,699 units)	17	20	39		
Percent of construction designs completed of UFAS/ADA public housing	0%	0%	10%		
PROGRAMS/INITIATIVES AND ASSOCIATED HIGHLIGHTS: Set up new initiative to accomplish objectives in the Voluntary Compliance Agreement for UFAS/ADA. Train technical staff on UFAS/ADA. Procure infrastructure construction contractor for Scott Carver Procure Develop per for Sector I Scott Homes	DEPARTMENTAL PERFORMANCE INDICATORS				
	Number of project designs completed each year	15	20	44	Director, Housing, Planning and Development and development staff
	Percentage Number of UFAS/ADA surveys completed	0%	100%		
	Percentage of designs completed for UFAS/ADA	0%	0%	100%	
	Percent of Scott Carver residents relocated	98%	100%		
RELATED STRATEGIES: Contract with architectural/engineering consultant to perform design assessment of UFAS/ADA. Contract with firm for infrastructure development at Scott Carver					

GOAL: HH5: PROVIDE ADEQUATE, QUALITY AND AFFORDABLE HOUSING EQUITABLY THROUGHOUT THE COUNTY					
OUTCOME(S): HH5-2: Greater portion of elderly residents able to stay in their homes and maintenance of existing housing units in Miami-Dade County. Complete 120 in-fill housing projects (through construction)	KEY PERFORMANCE INDICATORS				OWNERSHIP
	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
	Number of rehab loans closed each year	97	120	120	Director of Development and Loan Administration
Number of in-fill houses constructed annually	100	120	120	Director of New Markets	
PROGRAMS/INITIATIVES AND ASSOCIATED HIGHLIGHTS:	DEPARTMENTAL PERFORMANCE INDICATORS				
Work closely with In-fill Housing Committee and GSA to review and designate lots for in-fill development.	Number of infill lots bid	86	130	120	Director of Development and Loan Administration Director of New Markets
	Number of infill lots conveyed	47	40	40	
RELATED STRATEGIES: Ensure performance goals are met by CAA. Increase the number of lots bid each year.					

GOAL: ED1: ALLOCATE COUNTY GOVERNMENT RESOURCES IN SUPPORT OF ACTIVITIES THAT INCREASE AND DIVERSIFY JOBS AND INCOMES WHILE ELIMINATING SOCIO-ECONOMIC BARRIERS

OUTCOME(S): Ed1-3: Increased number of low to moderate income homeowners	KEY PERFORMANCE INDICATORS				OWNERSHIP
	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
	Number of new loans issued annually	306	300	400	Director, Development and Loan Administration
Number of Section 8 loans closed	19	40	50	Director of Private Rental Housing	
PROGRAMS/INITIATIVES AND ASSOCIATED HIGHLIGHTS: Implement new mortgage software	DEPARTMENTAL PERFORMANCE INDICATORS				
	Date implemented	March 04	-	-	Director of Development and Loan Administration and Director of Finance and Administration
RELATED STRATEGIES: Meet periodically with bank partners to review performance. Set internal performance goals with staff participation. Continue counseling Section 8 voucher holders. Implement affordable housing GOB projects for homeownership					

GOAL: ED 1 – ALLOCATE COUNTY GOVERNMENT RESOURCES IN SUPPORT OF ACTIVITIES THAT INCREASE AND DIVERSIFY JOBS AND INCOMES WHILE ELIMINATING SOCIO-ECONOMIC DISPARITIES IN UNDERSERVED AREAS. HUD 5

OUTCOME(S):	KEY PERFORMANCE INDICATORS				OWNERSHIP
	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
Section 3 participation by eligible business and residents	Percent of contracts awarded Section 3 businesses	17%	10%	105	MDHA Quality Assurance and Compliance Director
	Percent of new hires that are Section 3 residents	57%	30%	30%	
PROGRAMS/INITIATIVES AND ASSOCIATED HIGHLIGHTS: Establish Job Bank for residents Increase Section 3 contract awards Facilitate Section 3 new hires Facilitate Section 3 business applications and re-certifications	DEPARTMENTAL PERFORMANCE INDICATORS				
	Milestone completed:				MDHA Quality Assurance and Compliance Director
	Percent of contracts awarded	17%	10%	10%	
	Percent new hires Section 3 eligible	30%	30%	30%	
	Number completed	60	65	70	
RELATED STRATEGIES Increase access on County/MDHA website. Provide Section 3 presentations at USHUD and industry workshops and symposiums. Review contracts for Section 3 applicability and language.					

GOAL: HH5 – PROVIDE ADEQUATE, QUALITY AND AFFORDABLE HOUSING EQUITABLY THROUGH MIAMI-DADE COUNTY					
OUTCOME(S): Reduction of fraud and program abuse in the Assisted Rental Housing Programs	KEY PERFORMANCE INDICATORS				OWNERSHIP
	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
	Number of cases investigated	355	250	250	MDHA Quality Assurance and Compliance Director
PROGRAMS/INITIATIVES AND ASSOCIATED HIGHLIGHTS: Enhance Fraud Hotline Strengthen inter-governmental partnerships , including USHUD OIG and MDC Property Appraiser Address violators of One Strike Policy by terminating housing assistance	DEPARTMENTAL PERFORMANCE INDICATORS				
	# of Hotline calls	309	330	350	MDHA Quality Assurance and Compliance Director
	# of Referrals to USHUD and MDC Property Appraiser	4	6	6	
	# of terminations of assistance	16	20	25	
RELATED STRATEGIES: Increase access of Fraud Hotline through website referrals. Hire a second investigator, pending funding availability. Investigate perpetrators of fraud, including referrals for criminal prosecution					

GOAL : HH5: PROVIDE ADEQUATE, QUALITY AND AFFORDABLE HOUSING EQUITABLY THROUGHOUT THE COUNTY; HUD 1-4.

OUTCOME(S):	KEY PERFORMANCE INDICATORS				OWNERSHIP
	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
Maintain lease-up rate at or near 100%	Lease-up rate (20 out of 20)	20	20	20	Director, Private Rental Housing Division and Director of Applicant and Leasing Center
Achieve SEMAP score of standard 60	SEMAP Score	pending	standard	standard	
PROGRAMS/INITIATIVES AND ASSOCIATED HIGHLIGHTS: Establish file tracking system. Establish quality control at team level. Create individual performance standards. Create new customer service program. Upgrade computer software.	DEPARTMENTAL PERFORMANCE INDICATORS				
	Selection of families from the waiting list (15 points)	15	15	15	Director, Private Rental Housing Division Director of Finance and Administration
	Third party verification of income and adjustments to income (15/20 points)	0	15	15	
	Review utility rate data (5 points)	5	5	5	
	HQS quality control inspections (5 points)	5	5	5	
	Enforce HQS inspections so that life-threatening deficiencies are corrected within 24 hours and other deficiencies within 30 days (10 points)	0	10	10	
	Expand housing opportunities outside of areas of poverty or minority concentration by 5% each year (10 points)	0	10	10	
	Adopt payment standards by unit size for each fair market rent (FMR) area (5 points)	5	5	5	
	Annual reexamines for each family at least annually (10/5 points)	10	10	10	
	calculate family's share of rent 100% of the time (5 points)	5	5	5	
	Inspect 100% of pre-contract units to ensure passing score prior to effective date of contract (5 points)	N/A	5	5	
	Fill 80% of mandatory FSS slots and ensure 30% FSS clients have and escrow accounts (10 points)	20	10	10	
	Bonus—De-concentration (5 points)	0	5	5	

GOAL: HH7-1: IMPROVED CUSTOMER SERVICE AND CARE IN HEALTH AND HUMAN SERVICES					
OUTCOME(S):	KEY PERFORMANCE INDICATORS				OWNERSHIP
	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
Improve customer service scores	Percent of customers rating services as satisfactory or higher	60%	70%	80%	Director, Private Rental Housing
PROGRAMS/INITIATIVES AND ASSOCIATED HIGHLIGHTS:	DEPARTMENTAL PERFORMANCE INDICATORS				
Improve efficiency in processing requests for change of ownership in the Section 8 Housing Choice Voucher Program	Percent of transactions completed within 30 days of owner's submission of required documentation	<50%	60%	80%	Directors, Private Rental Housing and Finance and Administration
Decrease the number of days for payment of HAP for initial and change of dwellings	Number of days from request to check being issued				Director, Applicant and Leasing Center
Maintain the number of housing offers made per month for project and tenant based housing	Number of offers per month				Directors, Applicant and Leasing Center and Finance and Administration
Open new waiting list on a timely basis	Date opened	Aug 04	Mar 05	-	
Improve the ratio of acceptance to offers	ratio	1:17	1:10	1:7	
RELATED STRATEGIES:					
Implement new software for Section 8					
Continue working with DHS on offer counseling.					
Implement revised waiting list process based on pilot project.					

GOAL : HH7: ENSURE HIGH QUALITY OF STANDARD CARE AND CUSTOMER SERVICE COUNTYWIDE					
OUTCOME(S): Improved customer service and care in health and human services	KEY PERFORMANCE INDICATORS				OWNERSHIP
	DESCRIPTION	ACTUAL FY 04	TARGETS		
			FY 05	FY 06	
	Percent of customers satisfied or higher	60%	70%	80%	
PROGRAMS/INITIATIVES AND ASSOCIATED HIGHLIGHTS:					
	DEPARTMENTAL PERFORMANCE INDICATORS				
Conduct exit survey of clients leaving the Section Program	Number of surveys	1	2	4	Director of Finance and Administration and Private Rental Housing
Conduct mail survey of landlords measuring satisfaction with services	Percent satisfied and higher	60%	70%	80%	
Increase the number of landlords receiving direct deposit for rent payments	Number of landlords with electronic rent deposit	50	500	800	
RELATED STRATEGIES:					
Implement new customer service phone and direct contact programs	Date Implemented	-	Spring 05	-	
Implement performance based evaluations for core service providers	Date implemented		Spring 05		

Appendix 1: PHAS and SEMAP Indicators

PHAS	SEMAP
1. Physical Condition (30 points)	Selection of families from the waiting list (15 points)
2. Financial Condition (30 points)	Written method to determine rent reasonableness (20 points)
3. Management Operations (30 points)	Third party verification of income and adjustments to income (15/20 points)
4. Resident Service and Satisfaction (30 points)	Review utility rate data (5 points)
	HQS quality control inspections (5 points)
	Enforce HQS inspections so that life-threatening deficiencies are corrected within 24 hours and other deficiencies within 30 days (10 points)
	Expand housing opportunities outside of areas of poverty or minority concentration by 5% each year (10 points)
	Adopt payment standards by unit size for each fair market rent (FMR) area (5 points)
	annual reexamines for each family at least annually (10/5 points)
	calculate family's share of rent 100% of the time (5 points)
	Inspect 100% of pre-contract units to ensure passing score prior to effective date of contract (5 points)
	Achieve an annual average lease up rate of 98% (20 points)
	Fill 80% of mandatory FSS slots and ensure 30% FSS clients have and escrow accounts (10 points)
	Bonus—De-concentration (5 points)